

File

American Management Association, Inc.

1515 BROADWAY • NEW YORK 36, N. Y.
JUDSON 8-8100

SARANAC LAKE, NEW YORK
TEL 2262

HAMILTON, NEW YORK
TEL 740

New York, New York
February 22, 1962

ADMINISTRATIVE FILE _____

American Management Assn

X

X

Mr. Abraham Weiss
Chief Economist & Dir. of Research
Int'l. Brotherhood of Teamsters
119 West Central Parkway
Cincinnati 2, Ohio

Dear Al:

On behalf of AMA, I certainly want to express my own and our appreciation of the way in which you covered the subject of "The Teamsters and The Labor Relations Manager - Can There Be A Better Understanding?" during our Mid-Winter Personnel Conference in Chicago last week.

I want you to know that I had numerous comments from members of our audience during the remainder of our program, and all of them reflected very high credit to you on the way in which you had prepared for the talk and the way in which the presentations, as well as the questions and answers, were handled.

I have written to Mr. Gibbons today expressing the high degree of appreciation both of AMA and our audience, and I certainly hope we will have the opportunity of getting together with you again sometime in the future.

Cordially yours,

RSD

Raymond S. Denton
Division Manager

RSD:jb

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February 22, 1962

Mr. Harold J. Gibbons
Executive Ass't. to General President
Int'l. Brotherhood of Teamsters
119 West Central Parkway
Cincinnati 2, Ohio

Dear Mr. Gibbons:

I want to thank you for taking the success of our conference in Chicago last week into account, and providing us a very good speaker who took your place on Wednesday afternoon.

I want to say to you that Al Weiss did a very fine job of presenting your subject to our audience, and every impression which I heard in the form of comments from the audience reflected praise for the job which he did. I was pleased to have the opportunity of meeting him.

I am looking forward to any opportunity of having you with us in the future, and want to express the thanks of all of us here at AMA for your consideration in this instance.

Cordially yours,

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ADMINISTRATIVE FILE

American Management Association

DEPARTMENT OF LABOR
BUREAU OF LABOR STATISTICS
WASHINGTON

OFFICE OF THE COMMISSIONER

February 21, 1962

Dear Al:

I spoke at the banquet Thursday evening at the American Management Association meeting in Chicago. I heard a number of comments on your presentation. That audience is hardly biased in favor of the Teamsters Union, but I thought you would like to know that they were very favorably impressed with your talk. They said it was dignified and effective, and they thought you handled the questions in very fine form. Perhaps such news will cheer you up in the midst of some of the knocks you probably get.

Sincerely yours,

Evan

Evan Clague
Commissioner of Labor Statistics

Mr. Abraham Weiss
Research Director
International Brotherhood
of Teamsters
25 Louisiana Avenue, N.W.
Washington 1, D. C.

Teamsters Joint Council No. 32

AFFILIATED WITH THE



International Brotherhood of
TEAMSTERS, CHAUFFEURS,
WAREHOUSEMEN & HELPERS of America

JACK J. JORGENSEN
President

706 FIRST AVENUE NORTH, MINNEAPOLIS 8, MINNESOTA

JOSEPH F. O'HARE
Secretary-Treasurer

Federal 9-1431

February 19, 1962

ADMINISTRATIVE FILE

*American Management
Association*

Mr. Harold Gibbons, Vice. Pres.
Int. Brotherhood of Teamsters
25 Louisiana Avenue N.W.
Washington 1, D.C.

Dear Harold,

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Meeting and although I was sorry to miss you,
I must state that Al Weiss did a tremendous
job in his topic,

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and how well he represented the Teamsters.

Fraternally yours,

TEAMSTERS JOINT COUNCIL NO. 32

Jack J. Jorgensen
Jack J. Jorgensen, President F

JJJ:fq
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File **WESTERN UNION** *File* ↑

CHICAGO CT CATS- PD UX CHICAGO ILL 14 67P C-T 1 FEB 14 1962

HAROLD GIBSON, EXECUTIVE ASSISTANT TO GENERAL PRESIDENT
INTL BROTHERHOOD OF TEAMSTERS WASHDC

THANKS YOUR WIFE. AL DID SUPERB JOB FOR AMA AND THE TEAMSTERS
TODAY. ALL GOOD TIMES LOOK FORWARD TO SEEING YOU SOON
WATERS.

File

RECEIVED
FEB 15 8 24 AM 1962
GENERAL PRESIDENT

ADMINISTRATIVE FILE
*American Management
Association
x Waters, Al*

1870 (1-61)

Tolson **WESTERN UNION** *Tolson*
SENDING BLANK

CALL LETTERS MDV 2/14/62 TO Int. Bro. of Teamsters

Mr. Al Waters
c/o Drake Hotel
Chicago, Illinois

Please accept my sincere regrets at being unable to visit with you today in Chicago. Emergency situation here precluded my making the trip. Sincerely hope we will have occasion to get together soon.

H. J. Gibbons
Executive Assistant to the
General President

Send the above message, subject to the terms on back hereof, which are hereby agreed to

PLEASE TYPE OR WRITE PLAINLY WITHIN BORDER—DO NOT FOLD
1247—(2-4-55)

ADMINISTRATIVE FILE
*American Management
Association*
X

MEMORANDUM

TO: H. J. Gibbons

February 9, 1962

FROM: A. Weiss

In accordance with your request for materials for your talk before the American Management Association in Chicago on February 14, I am enclosing some notes under the following headings:

- 1) Union Objectives and Goals
- 2) Union Side of Labor-Management Relations
- 3) Better Understanding Between Labor and Management
- 4) Making Collective Bargaining More Successful
- 5) Political Action
- 6) Union's Quest for Job Security

These are the items which are listed in the announcement of the subject of your talk.

You may also wish to refer to the notes which I furnished you for your talk before the Washington Chapter of the Industrial Relations Research Association.

AW/lp
Encls.

C
O
P
Y

ADMINISTRATIVE FILE

*American Management
Association*
X

1 November 1961

Edith M. Lynch,
Assistant Division Manager
American Management Association, Inc.
1515 Broadway
New York, New York

Dear Miss Lynch:

I have your letter of October 30th and the change in time of my scheduled talk meets with my approval.

The title you suggest for my speech and the areas that I should attempt to cover makes good sense and I shall follow your suggestions.

I have already advised our Public Relations Department to send you a bio direct from Washington. This should be in the mail by now.

Looking forward to seeing you, I am

Very truly yours,

H. J. Gibbons,
Executive Assistant to the
General President

HJG:gw

Free
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JJJ:fg
oe1u 12

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H. J. Gibbons,
Executive Assistant to the
General President

HJG:gw

MEMO

30 October 1961

Yuki:

Attached is a speaking engagement for February
14th. Will you kindly have a bio sent by the
P.R. Department.

HJG:

sent 11/1/61

Metropolitan Printing Company
214 E. Eighth Street
Cincinnati 2, Ohio

CHerry 1-2493
LETTERPRESS
OFFSET

BIOGRAPHICAL DATA

Form No. 74-174-1M-4-55

A. M. A. Division		Seminar No.	Today's Date	
Name		Title		
Company		Division or Subsidiary		
Address	City	Zone	State	

COMPANY INFORMATION (OR DIVISION WHERE APPLICABLE)

YEAR OF FOUNING	GROSS SALES:	NO. OF EMPLOYEES (Company)
PRINCIPAL PRODUCTS (Division)		NO. OF EMPLOYEES (Division)

EDUCATION (Schools, degrees, dates):

OCCUPATIONAL HISTORY PRIOR TO PRESENT COMPANY (Give positions, companies, dates; highlights of activities):

EXPERIENCE WITH PRESENT COMPANY (All positions, with dates; responsibilities; please include company activities that bear on the subject of your talk):

PUBLICATIONS (Published articles, pamphlets, books - authored or edited):

OTHER DATA (Member or officer - associations and organizations; significant honors; civic associations, etc.):

PROCEDURE FOR CONFERENCE SPEAKERS

BIOGRAPHY: For program and publicity purposes AMA needs your biographical sketch. A blank for you to fill out has been enclosed, if AMA does not have your biographical data on file. If AMA has your biography, a copy has been enclosed. Any additions or corrections which you may wish to make should be made on this copy and returned to AMA immediately.

(Please Do at Once)

EXACT TITLE: So that there is absolutely no mistake on the Conference Program which goes to thousands of people and the press--and even though we may have it--will you please fill out the enclosed card with your name, title, company name (without abbreviations unless that is part of the official name) and address exactly as you want it to appear on the Conference Program.

(Please Do at Once)

SPEECH COPY: There is a lengthy lead time required in preparing Conference promotion, publicity, and program summary for distribution to registrants and for press coverage. It would, therefore, be greatly appreciated, if you would send us at least three (3) copies of your speech (or at least a digest) by January 17, 1962.

LENGTH OF TALK: If you are a member of a panel, you are generally expected to speak for about ten or fifteen minutes. You then participate in a panel discussion or question period for approximately twenty minutes. Individual speakers are usually expected to speak for thirty (30) to forty-five (45) minutes and then participate in a fifteen (15) minute question period.

VISUAL AIDS: You may wish to use some form of visual aids in your presentation, i.e., flannel board, charts, slides, vu-graph, etc. AMA will provide whatever equipment you may need. We suggest you give this matter some thought, and a reminder return postal card will be sent to you at a later date. If, however, you desire AMA to prepare any material for you such as slides or charts, please let us know your requirements at once.

HANDOUTS: Conference speakers often have material to distribute to the audience in connection with their talks. Usually well over 1,000 copies are required. Please let us know what material you will want distributed; and if you desire AMA to prepare the required copies for distribution, please let us know at once. A reminder return postal card will be sent to you on this subject.

GENERAL: AMA is pleased to have you on its program. If you have any special requirements not specifically covered herein, please let us know, and we will try to satisfy them.

American Management Association, Inc.

1515 BROADWAY · NEW YORK 36, N. Y.
JUDSON 6-6100

SARANAC LAKE, NEW YORK
TEL 2262

HAMILTON, NEW YORK
TEL 740

New York, New York

October 30, 1961

Mr. Harold Gibbons
Vice President
International Brotherhood of Teamsters
119 West Central Parkway
Cincinnati, Ohio

Dear Mr. Gibbons:

We are counting on your being with us at our Mid-Winter Personnel Conference at the Palmer House on February 14-16, 1962. I hope a slight change in schedule on February 14 will not inconvenience you.

Instead of being the second speaker on the morning of February 14, we would like to have you talk immediately after lunch at 2:00 P.M. Your talk should run approximately 30 to 35 minutes with an additional 15 to 20 minutes for answering questions from the floor. We have tentatively entitled your talk "The Teamsters and the Industrial Relations Man - Can There be a Better Understanding?" We would be interested in as positive approach as can be made. In other words, are your aims in the Teamsters essentially the same as those of management in a better and more productive workforce? I have heard many things about the honoring of contracts once they are made between Teamsters and Industry. On the other hand, we are not expecting a pro-management talk from you - we would be interested in your plans for organization, for affiliation, for answers to the clean-up changes, and industry-wide bargaining. We would like a positive approach toward better understanding between management and labor, if possible. This is a big order, but from all I have heard about you, I think you will be able to deliver.

I am enclosing our first draft of the publicity on your talk. We are very willing to accept any suggestions for revision.

We would appreciate a prompt reply as our first copy is due on November 1. We are running a few days behind schedule.

I am looking forward to meeting and working with you.

Very truly yours,

Edith M. Lynch

Edith M. Lynch
Assistant Division Manager

EML:RC
Enclosure

cc: William Griffen
cc: 125 Louisiana Ave., N.W., Washington

WEDNESDAY ~~February 14~~ FEBRUARY 14

GRAND BALLROOM

Afternoon 2:00 - 5:00

Chairman:

THE TEAMSTERS AND THE INDUSTRIAL RELATIONS MAN - CAN THERE BE A BETTER UNDERSTANDING

Harold Gibbons
Vice President
International Brotherhood of Teamsters
Cincinnati, Ohio

As a general rule, AMA has devoted itself primarily to presenting management's story. However, from time to time in an effort to learn more about the Union's viewpoints, an outstanding labor union man has been asked to participate on AMA's platform. Going on the theory that a knowledge of the other man's viewpoint can be both healthy and productive in promoting better understanding, AMA presents Mr. Gibbons who will discuss how he thinks such an understanding can be brought about. He will review some of the goals of the Teamsters, the progress that has been made toward labor peace in many places, and how he thinks further progress can be made.

American Management Association, Inc.

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SARANAC LAKE, NEW YORK
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HAMILTON, NEW YORK
TEL 740

New York, New York
October 24, 1961

Mr. Harold Gibbons
Vice President
International Brotherhood of Teamsters
119 West Central Parkway
Cincinnati, Ohio

Dear Mr. Gibbons:

We have heard through the good offices of William Griffen that you would be interested in working with us at our Midwinter Personnel Conference which will be held in Chicago on February 14, 15 and 16, 1962.

As you probably know, this is our biggest Conference at AMA and one in which we try to present as many viewpoints as we can on the industrial relations picture. We would be very pleased to have you on our program and hope that you can be with us on the morning of February 14. The choice of subject matter would be pretty much up to you. Our main object, of course, is to bring industry people and labor people a little bit closer in their over-all goals of good solid industrial relations programs. You might want to talk about how your goals in the Teamsters tie in with this over-all similar management goal or you might want to talk about what you expect to do in the Teamsters in the foreseeable future. We are most anxious, of course, to have a constructive approach to the field of industrial relations just as you no doubt are, and would be pleased to do what we can to further this particular goal.

We would like to have a talk of 35 to 40 minutes with an additional 15 to 20 minutes allowed for answering questions from the floor. I am hopeful that you will be able to be with us. Going on the assumption that you can, I am enclosing a biographical form which I'd appreciate your filling in and returning at your earliest convenience, plus a sheet of instructions for speakers which may interest you. We like to get these small details taken care of early in the game.

I am also enclosing a copy of last year's Midwinter program which will give you some idea of the kind of subject matter that we cover. I'll be sending you a completed program for this Conference very shortly. Your interest is very much appreciated. I'll look forward to seeing you in February. If there are any questions that I can help you with, please get in touch with me.

Sincerely,

Edith M. Lynch

Edith M. Lynch
Assistant Division Manager

EML:RC
Enclosures

P.S. There is usually an audience of 1000 to 1500 people at this Conference. They are composed of industrial and personnel relations people from all over the country with a fair smattering of top management.

cc: William Griffen, Red Verne, Al Watters

lyuk

New York, New York
October 24, 1961

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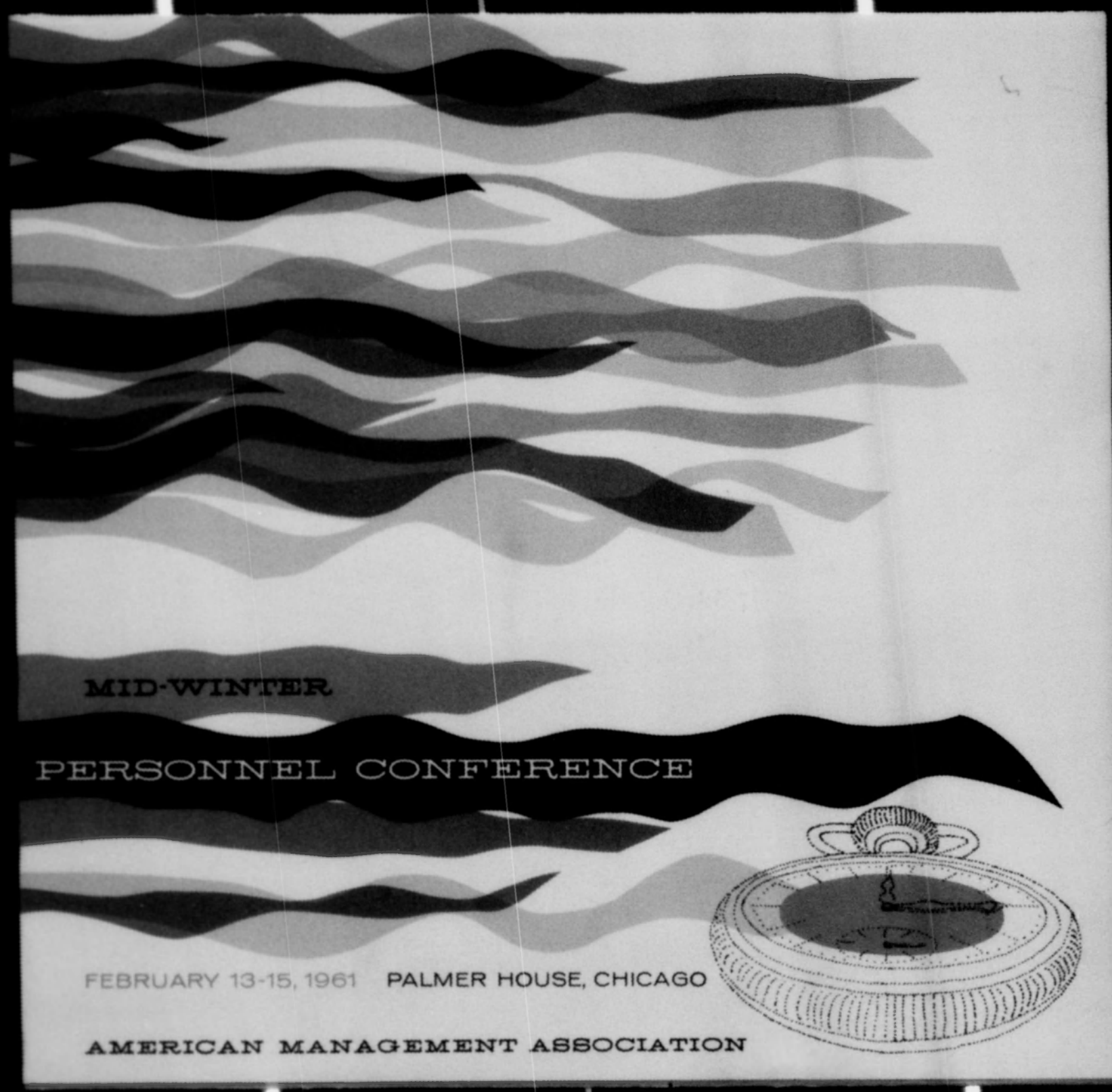
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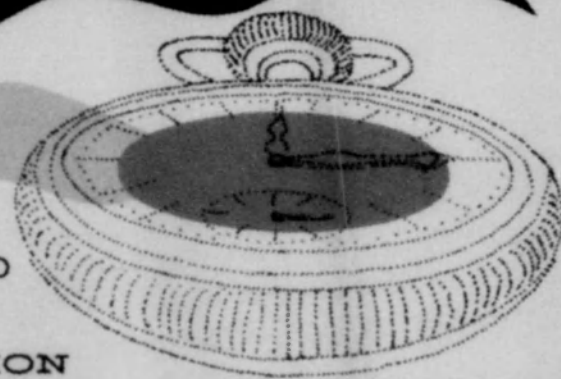


MID-WINTER

PERSONNEL CONFERENCE

FEBRUARY 13-15, 1961 PALMER HOUSE, CHICAGO

AMERICAN MANAGEMENT ASSOCIATION



MONDAY FEBRUARY 13

Morning 9:30-12:00 Grand Ballroom

Chairman: ALBERT F. WATTERS
Vice-President—Personnel Services
General Foods Corp.
White Plains, N. Y.
AMA Vice-President in Charge of Personnel Division

9:30 CONFERENCE OPENING

10:00 Personnel: Our Principal Asset in the 1960's

CHARLES L. BURGESS
President
American Machine & Foundry Co.
New York, N. Y.

Retaining or employing the right people and motivating them to bigger and better objectives will have greater impact on the success of an organization than any other single factor in the 60's. Mr. Burgess clearly recognizes that a company can be only as good as the people in it, and consequently places heavy emphasis on developing the personnel needed during the next decade. Among the topics he will discuss are the importance of projecting talent and skill requirements for the future, sharpening the company's program of identifying and recruiting this talent, and creating an environment which contributes to maximum development and enthusiasm on the part of the individual.

11:00 Industry's Role in Meeting National Goals

R. S. LIVINGSTONE
Vice-President
Thompson Ramo Wooldridge Inc.
Cleveland, Ohio

Industry's critical role in meeting national goals is often overlooked by those who claim authority on the subject. In like manner, hard work and thoughtful planning are by-passed in favor of so-called easier ways. Mr. Livingstone will point out why there is no substitute for diligence in our drive to maintain a lead over the "Iron Curtain" countries... why there must be stronger efforts to guarantee a more productive America. He will describe how he thinks American workers and management can be stimulated to give more fully of their human energy... suggest how they can integrate their efforts as part of an over-all industry team that is capable of setting and reaching the challenging objectives put forth by the future.

Afternoon 2:00-4:30 Grand Ballroom

Chairman: C. H. HAGEMAN
Vice-President—Industrial Relations
Union Carbide Corp.
New York, N. Y.

2:00 Self-Analysis: A Bench Mark for Development

DR. SCHUYLER D. HOWLETT
Vice-President
The Reuben H. Donnelley Corp.
Chicago, Ill.

No management development program can be successful unless the individuals involved know themselves... know what have they are starting from... and are strongly motivated toward self-development. Dr. Howlett will describe how an individual can work to achieve a high degree of self-understanding... review some of the practical approaches he and others have used to help managers set reasonable, useful, and attainable goals in their career programs.

3:00 Development of Salesmen as Key People

MISS BETTY A. DUVAL
Senior Consultant—Selection Planning
General Foods Corp.
White Plains, N. Y.

In the final analysis, a company's success depends on how well its products are sold. Thus, salesmen become key figures in management... can make decisive contributions to company profitability. Miss Duval will explain how changing markets and methods of distribution have become critical factors in selecting and training salesmen... point out how the changing sales environment affects selection of the personnel tools and techniques that can help salesmen develop to their maximum potential. She will illustrate her talk with a review of General Foods' management development program for salesmen... show how it is geared to full utilization of salesmen as "key personnel."

4:00 Decision-Making: Executive Will O' the Wisp

DR. JOHN K. HEMPHILL
Director, Executive Study
Educational Testing Service
Princeton, N. J.

When important consequences are at stake, the ability to make consistently sound decisions is one of the modern executive's most critical skills. To find out more about this executive decision making process, Dr. Hemphill has been engaged in a major research project in cooperation with many leading companies. He will make a progress report on the results of the research... show how this type of investigation is becoming a more integral part of successful personnel planning. And he will explore answers to questions like these: What factors go into executive decision-making? When is a one-man decision better than a committee's deliberations? How can the effective decision-maker be selected? How does he go about making decisions?

TUESDAY FEBRUARY 14

CONCURRENT SESSIONS

Morning 9:00-12:00

LABOR RELATIONS

Chairman: THOMAS E. BARTEL
Vice-President—Employee & Public Relations
Quaker Oats Co.
Chicago, Ill.

9:00 Organization Drives: Modern Programs for Pamphleteers

THEOPHIL C. KAMMHOLZ
Partner
Velder, Price, Kaufman & Kamholz
Chicago, Ill.

When the Teamsters were trying to organize a group of women office workers in Chicago (recently, they showed considerable understanding of feminine psychology by sending girls of such like to prospective members. In other organization drives, beer parties, fashion shows, home visits by fast talking organizers, and illusory wording on representation pledge cards were used to induce reluctant employees into the union's fold. Mr. Kamholz, a careful observer of the current labor scene, will review these and other types of new organizational techniques he has seen develop... analyze their effectiveness. He will predict what the organizational drives of the 1960's will turn up... highlight what the union will be doing and why they are doing it... explain how successful he thinks they will be.

10:00 Centralized vs. Decentralized Control of Industrial Relations: One Solution to the Problem in Multi-Plant Operations

W. J. McGIOWAN
Director, Industrial & Community Relations Division
Allis-Chalmers Manufacturing Co.
Milwaukee, Wis.

In all multi-plant companies, efficiency requires that local managements have a high degree of autonomy in establishing and administering personnel policies and programs. At the same time, to achieve sound employee and union relations, certain features of the personnel program usually are centrally standardized and guided. Mr. McGowan will discuss the problem of reconciling the division of authority to allow decentralized management to meet local operating conditions most effectively—and central authority to institute and guide company-wide policy. He will illustrate his talk by explaining the compromise arrived at by Allis-Chalmers... describe how organization manuals, company-wide industrial relations conferences and seminars, and special communications media make the program workable.

11:00 Bargaining Teamwork: I.F.R. vs. V.F.R.

F. M. WERTY
Vice-President & Director of Industrial Relations
The Electric Automobile Co.
Toledo, Ohio

Modern executives who fly a lot are rapidly becoming familiar with the "jingo" of the airways... know that under Visual Flight Rules the pilot sets his own course and altitude. But when it comes to bargaining, the pilot sets his own course and altitude. But when it comes to bargaining, the pilot sets his own course and altitude.

Morning 9:00-12:00

COMPENSATION

Chairman: A. C. THORNTON
Vice-President—Personnel
Yale & Towne Manufacturing Co.
New York, N. Y.

9:00 The Organization, the Man, and His Compensation

NICHOLAS L. A. MARTUCCI
Industrial Relations Director
Kenscoff Refining Corp.
Baltimore, Md.

Mr. Martucci has long been among the "avant garde" of management who claim that executive compensation, management development, and organization planning are closely interrelated. During his presentation, he will use practical examples to show how each is essential and dependent on the other. And he will point out how day-to-day operations—as well as long-range plans—are predicated on equitable handling of all three functions... describe how carefully made plans can help companies eliminate bottlenecks and misfits in organization planning and management development—and avoid inequities in compensation.

10:00 Compensating for Collar Color

N. S. GOMSRUDE
Corporate Wage Administrator
North American Aviation Corp.
Los Angeles, Calif.

As it gets harder and harder to distinguish between blue and white collar workers, it also becomes more difficult to administer wage and salary matters efficiently. Mr. Gomsrude will highlight the current and future issues involved... explore answers to questions like these: What effect do general wage increases to organized employees have on those who are unorganized? Will the "kitty", if there is one, be divided on merit? What about the narrowing of the fringe package between the salaried and the rank-and-file? Is there a path of promotion from one group to the other? What about special attention to the outstanding production worker? Can wages for blue and salaried employees be related to productivity?

11:00 Technically Speaking, What are the Rewards?

CHARLES W. G. VAN HORN
General Partner
Edwin N. Hay & Associates
Philadelphia, Pa.

Whenever salary administrators get together, they sooner or later discuss problems in the "care and feeding" of technical and professional

...discuss how top management can give this support most effectively... how it can avoid needing representatives to the bargaining table without sufficient facts and without authority to make settlements. He will discuss the qualifications of negotiators and the authority they should have... point out the significance of "real bargaining facts"... explain the need for improved management teamwork—before, during and after negotiations.

...discuss how top management can give this support most effectively... how it can avoid needing representatives to the bargaining table without sufficient facts and without authority to make settlements. He will discuss the qualifications of negotiators and the authority they should have... point out the significance of "real bargaining facts"... explain the need for improved management teamwork—before, during and after negotiations.

Afternoon

2:00-4:30

Grand Ballroom

Chairman: MATTHEW M. COUGER
Executive Vice-President
Frisk Co.
Waynesboro, Pa.

2:00 The Challenging Years: Structural Steel for Personnel Planning

FRANK H. CASSELL
Director, Personnel Administration
Inland Steel Co.
Chicago, Ill.

The years ahead will see business challenges becoming more and more complex—particularly as we get further into the space age. To meet them successfully, companies should be exploring more imaginative and intelligent management policies now. Mr. Cassell, whose company is known for bold planning of this nature, will describe how Inland's Industrial Relations Department is being geared to the future... explain how they expect to meet problems like those of merging operations, smaller work forces supporting larger numbers of non-workers, installation of more automated electronic equipment, and the psychological effects of new methods and procedures on the work force.

3:00 Lessons From the School of Hard Strikes—A Panel Session

Panel Chairman: VICTOR RIESEL

Chairman:
Hall Syndicate, Inc.
New York, N.Y.

Panel Members: **R. HATH LARRY**
Administrative Vice-President—Labor Relations
United States Steel Corp.
Pittsburgh, Pa.
PHILIP D. MIXHRI
Manager, Employee Relations
General Electric Co.
New York, N.Y.
JAMES W. ORAM
Vice President—Public & Employee Relations
Pennsylvania Railroad Co.
Philadelphia, Pa.

Recent strikes in major industries affected almost every individual in America—either directly or indirectly. A careful analysis of what actually happened may offer important clues to handling future labor-management problems in your own company. In this thought-provoking session, Victor Riesel will question three of the prominent executives who helped plan management's strategy before, during and after the strikes. A few of the points he will raise are: Could these strikes have been foreseen? What kind of preparation did management make to meet them? What were the issues at the table and how were they handled? What were results of the strike, and how is management planning for the future? Too keep the issues in sharp focus, labor's philosophy about the strikes—as put forth by leaders of the unions involved—will be highlighted by dramatic visual presentations.

Evening 7:00 P.M.

Grand Ballroom

Banquet Session (Business Dress)

Sponsored jointly with the Industrial Relations Association of Chicago

Introduction: LAWRENCE A. APPEL, President
American Management Association, Inc., New York, N.Y.

Chairman: FENTON W. HOLM
Director of Industrial Relations
Com Products Co.
Chicago, Ill.
President, Industrial Relations Association of Chicago

Selecting Leaders: Management's Persistent Problem

Guest Speaker: DEAN HOWARD W. JOHNSON
Dean of the School of Industrial Management
Massachusetts Institute of Technology
Cambridge, Mass.

From time immemorial, one man has been selected over another to carry out an assigned task. Today, too, one of management's most critical responsibilities is to choose the men or women who can run their companies well—now and in the future. Dean Johnson will review some of the selection criteria that have been used historically... describe the new work being done today to aid management in making sounder decisions in the selection of its leaders.

WEDNESDAY FEBRUARY 15

Morning 9:00-12:00

Grand Ballroom

Chairman: FREDERICK G. ATKINSON
Vice-President—Personnel
J. H. Macy & Co., Inc.
New York, N.Y.

9:00 "New Angles" in Appraisal

MISS MARION S. KELLOGG
Manager, Individual Development Methods Service
General Electric Co.
New York, N.Y.

To most managers and employees, planning a self-development program means pinpointing and correcting an individual's weaknesses. Miss Kellogg, in describing the "newness" concept in appraisals, will suggest an approach to development which minimizes discussion of strengths and weaknesses—and concentrates on development through work assignments. Calling on her experience conducting a series of workshops for selected G.E. managers, she will point out common misconceptions about development... expose confusion between the appraisal and development process... and examine difficulties in discussing strengths and weaknesses with subordinates.

Panel Members: HOWARD M. DIRKS

Vice-President, Personnel & Corporate Relations
Harris-Interstate Corp.
Cleveland, Ohio

DR. WILBUR TERRY WICKHAM
President
Heidelberg College
Tiffin, Ohio

No forward-looking personnel executive underestimates the importance of our educational institutions as training grounds for future employees. At the same time, all recognize that high-caliber education entails high costs. As a result, most corporations in the country already do, or are beginning to appreciate industry's responsibility to help schools hurdle the costs barrier. This panel will discuss how and where industry can act so as to spend its educational dollars to the best advantage—for itself and for the community. The merits and shortcomings of various approaches will be explored, including grants for special studies on projects related to company activities... matching employee contributions... and outright gifts to colleges and universities.

12:30 Luncheon

Red Lacquer Room

Chairman: ALBERT E. WATTERS
Vice-President—Personnel Services
General Foods Corp.
White Plains, N.Y.
AMA Vice-President in Charge of Personnel Division

Management and Men in Changing Times and Conditions

Guest Speaker: CLARENCE FRANCIS
Chairman:
Studebaker-Packard Corp.
South Bend, Ind.
Former Chairman of General Foods Corp.

The manager who can get maximum utilization of personnel in times of major change is of immeasurable worth to his company. And in our 20th century environment, changes in company management, including those that arise from mergers and acquisitions, can severely test the ingenuity and capabilities of any executive. Mr. Francis—through his present position, his former chairmanship of General Foods, and his work as advisor to President Eisenhower—is well qualified to make a stimulating analysis of the manager's challenges in changing conditions and times. In doing so, he will identify the basic characteristics of three major kinds of changes which today's executives face... describe how this information has helped him form a basic management philosophy which will be of interest to every personnel manager and member of a management team.

11:00 The Educational Dilemma: Corporate Responsibility and Opportunity—A Panel Session

Panel Chairman: JOHN H. WEISS
Vice President—Personnel
The Glidden Co.
Cleveland, Ohio

All indications today are that manufacturing plants of the future will depend more and more on a well-educated, highly-trained work force. The present AC Spark Plug plant in Milwaukee is a forerunner of this kind of factory of the future. Mr. Snoyenbos will describe how the majority of his plant's employees are technically trained and perform their work in either a white collar or smock... explain how a personnel program in this type of plant differs from those in the ordinary factory operation... point out where the basic problems and advantages of the "new" factory lie.

D. C. SNOYENBOS
Director of Personnel
AC Spark Plug
The Electronics Division of General Motors
Milwaukee, Wis.

PERSONNEL PLANNING COUNCIL 1960-1961

ALBERT P. WATTERS*
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General Foods Corp.
White Plains, N. Y.
AMA Vice-President in Charge of Personnel Division

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New York, N. Y.

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Vice-President, Personnel & Corporate Relations
Harris Intertype Corp.
Cleveland, Ohio

JOHN D. FOSTER
Personnel Director
The Port of New York Authority
New York, N. Y.

*Member, AMA Executive Committee

*Former AMA Vice-President in Charge of Personnel Division, Vice-President at Large

RAYMOND S. DENTON
Division Manager

MATTHEW M. GOUGER*
Executive Vice-President
Frick Co.
Waynesboro, Pa.

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Vice-President & Director of Industrial Relations & Security
ITT Laboratories—Division of International Telephone & Telegraph Corp.
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Vice-President
Thompson Ramo Wooldridge Inc.
Cleveland, Ohio

T. M. MILLER
Assistant Director of Industrial Relations
Eastman Kodak Co.
Rochester, N. Y.

EDITH M. LYNCH
Assistant Division Manager

D. J. MOFFIE
Vice-President—Industrial Relations
Hanes Hosiery Mills Co.
Winston-Salem, N. C.

JOSEPH J. MORROW
Vice-President for Personnel Relations
Pitney Bowes, Inc.
Stamford, Conn.

J. W. ORAM
Vice-President—Public & Employee Relations
The Pennsylvania Railroad Co.
Philadelphia, Pa.

WALTER H. POWELL
Vice-President, Industrial Relations
Director & Acting Director of Operations
International Resistance Co.
Philadelphia, Pa.

DONALD J. SHERBONDY
Director of Industrial Relations
Pittsburgh Plate Glass Co.
Pittsburgh, Pa.

A. C. THORNTON
Vice-President—Personnel
Yale & Towne Manufacturing Co.
New York, N. Y.

REYNOLDS O. TJENSVOLD
Labor Relations Manager
Inland Steel Products Co.
Subsidiary of Inland Steel Co.
Milwaukee, Wis.

VAN H. VIOT
Vice-President—Employee Relations
Crescent Steel Company of America
Pittsburgh, Pa.

JOHN H. WEEBS
Vice-President—Personnel
The Glidden Co.
Cleveland, Ohio

ARTHUR J. BOSSONG
Assistant Division Manager

ARE YOU READY TO PROFIT FROM EXPERIENCE?

Experience is the name of the book. Actual industry situations wrote it. And there's a new edition you should examine carefully at this time. Here's why:

The past 10 years have seen important chapters written in the personnel executive's text. Recently, extremely critical pages have been re-written—mainly because methods and procedures once treated as interesting experiments have now proved to be practical working principles with wide application in personnel work.

Much of the success of your own personnel activities during the next few years will depend on how well you use this wealth of experience. And AMA's Mid-Winter Personnel Conference will give you a unique chance to find out whether you're headed in the right direction.

At the Conference you can critically measure the strengths and weaknesses of current personnel management in your company . . . learn where you are keeping pace with industry leaders . . . decide where you had better let new developments play a stronger part in your operations.

Conference speakers are leaders in the management field. Their outstanding experience qualifies them to present the lessons learned in the recent past—and skillfully equate this knowledge with the personnel challenges you face in the near future.

To help you get your planning off to a strong start they will cover subjects like *motivating productivity . . . management development . . . sales training . . . selecting the real "decision-makers" . . . meeting organization drives . . . collective bargaining . . . compensation and wage and salary administration . . . the changing personnel environment . . . and new concepts in appraisal.*

And a special panel—led by Victor Riesel—will feature frank reports, and discussion of issues and settlements, by executives of three companies who recently experienced major strikes.

You'll find the complete story of this important Conference in this folder. Review the program with your staff . . . decide who should attend with you to get the vital Conference information first-hand. You can ensure attendance by completing and returning the clip-out card now, or by writing or phoning AMA's Conference Registrar in New York City.

CONFERENCE INFORMATION

Registration

Attendance is open to nonmembers as well as to members of AMA. You avoid waiting in line to register by using in the clip-on card and mailing it now to Conference Register, American Management Association, 1515 Broadway, New York 36, N. Y. Advance registrations may be picked up, and new registrations made, starting at 8:30 A.M. in the Palmer House Grand Ballroom Foyer on Monday, February 13, 1961.

Hotel Accommodations

AMA does not arrange hotel reservations. However, the Palmer House will hold a limited number of rooms for registrants. If you wish to take advantage of this service, you should act promptly to be sure of accommodations. Please contact the hotel directly for reservations, mentioning AMA's Mid-Winter Personnel Conference to assure preferred treatment.

Press Representatives are invited to cover AMA Conference. Complimentary registration and various working aids are made available for their convenience.

Please Note: AMA occasionally uses outside mailing lists which cannot be cross-checked against its files. Therefore, you may receive a duplicate of this announcement. If so, we hope you will pass it along to an interested associate.

American Management Association

1515 Broadway, Times Square
New York 36, N. Y.



MID-WINTER

PERSONNEL CONFERENCE

February 13-15, 1961/Palmer House, Chicago

AMERICAN MANAGEMENT ASSOCIATION, INC.
1515 Broadway, New York 36, N. Y. Telephone: JUdson 6-8100

(Please Print)

NAME & TITLE _____

COMPANY _____

TYPE OF INDUSTRY _____

ADDRESS _____

CITY _____ ZONE NO. _____ STATE _____

	Member	Nonmember†
Full Conference (including luncheon and dinner)	\$55.00	\$70.00
Full Conference (including luncheon)	45.00	60.00
One Day*: Feb. 13 ☐ Feb. 14 ☐	15.00 ea.	20.00 ea.
One Half Day*: Feb. 13 ☐ Feb. 14 ☐ Feb. 15 ☐	10.00 ea.	15.00 ea.

*Please check here for luncheon and dinner—

Luncheon: Feb. 13 ☐ 7.00 7.00
Dinner: Feb. 14 ☐ 10.00 10.00

☐ CHECK ENCLOSED ☐ BILL MY COMPANY

FOR OFFICE USE _____

†Nonmember: Add my name of your registration fee to AMA membership.
Check here for full information. ☐

9-1007

August 3, 1956

A call from Mrs. Lynch to the effect that the Assn. must go to press with their fall program and thus thought perhaps Mr. Beck would prefer to consider appearing on their program in February. We are to forget the September meeting and they will write us in connection with the winter session.

Ann Watkins.

July 19 - 1956
Talked with Mr. Beck about this when he called
from Vienna. He asked that the matter be
held until his return to the U.S. He can not
give a definite answer at this time. BH
July 20th
Called Mrs. Lynch - Mr. McDowell's asst.
Advised her to get in touch with Mr. Beck's
office the week of August 20th. BH

1875 BROADWAY • TIMES SQUARE • NEW YORK 36, N. Y.

American Management A

30-107 FOLLOW UP FILE
WANTED 7/20/56
BY Mr. Beck

July 13, 1956

ADMINISTRATIVE FILE

American Management
Association
x invitation

Mr. Dave Beck
President
International Brotherhood of
Teamsters, Chauffeurs Warehousemen
& Helpers of America
25 Louisiana Avenue, N.W.
Washington 1, D. C.

Dear Mr. Beck:

Last February, you may recall, you participated in a person-to-person telephone interview with Victor Riesel as part of our Midwinter Personnel Conference which was held in the Palmer House in Chicago. Your brief statements at that time excited a great deal of comment and interest on the part of the industrial relations men attending the conference.

Your future organization plans and your comments on the plans of organized labor, generally, following the merger were of particular interest. Many of our members have expressed the desire to have you address one of our conferences personally. I am, therefore, extending you an invitation to address our annual fall Personnel Conference. This conference is regularly attended by 1500 top management and industrial relations executives, many of whom deal with the Teamsters. As President of one of the largest and most influential unions in the country, your plans for the coming year would be of great interest to our group. You might also, in your capacity as Vice President of the AFL-CIO, present some of the long range plans for all organized labor.

Specifically, I would like to have you address a luncheon meeting of the conference on Monday, September 17th. The conference will be held in the Grand Ballroom of the Hotel Statler here in New York City.

As it is our policy to formally announce the program of our conferences eight to nine weeks in advance of the meeting, I would very much appreciate as early a reply as possible.

May I thank you again for the fine job you did for us in February and I sincerely hope your schedule will permit you to accept this invitation.

Sincerely,

C. W. McDowell
Division Manager

CWM:acp

ADMINISTRATIVE FILE

American Management Co.
Riesel Victor

POST-HALL *Syndicate* INC.

342 MADISON AVENUE • NEW YORK 17, N. Y.

VICTOR RIESEL

Murray Hill 2-5560

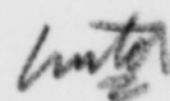
February 27, 1956

Dear Dave:

It was gracious of you to take all the time you did for the interview. It all went well.

Your voice came through terrifically. We made the press and the wire services all over the country with the unique telephone interview.

Cordially,



Victor Riesel

Mr. Dave Beck
President
International Brotherhood of Teamsters
170 Indiana Avenue, NW
Washington, D.C.

VR:ncp



1619 BROADWAY • TIMES SQUARE • NEW YORK 16 N. Y.

• JUDSON 6-8100

American Management Association

February 23, 1956

ADMINISTRATIVE FILE ✓
American Management
Association
x Ricard, Victor

Miss Ann Watkins
International Brotherhood of
Teamsters, Chauffeurs, Warehousemen
and Helpers of America
25 Louisiana Avenue, N.W.
Washington 1, D. C.

Dear Miss Watkins:

Many thanks for your cooperation in helping to make our recent conference in Chicago such a success. I appreciate very much your interest in checking facilities, and sincerely hope that our time schedule did not greatly interfere with your normal office operations.

Mr. Beck was certainly one of the highlights of the program, and we hope to have him speak to the group in person sometime in the future.

Sincerely,

C. W. McDowell

C. W. McDowell
Division Manager

CWMcD:acp

1315 BROADWAY • TIMES SQUARE • NEW YORK 36, N. Y.

American Management Association

ADMINISTRATIVE FILE
American Management Association
JUDSON 8 8100

February 7, 1956

Miss Ann Watkins
International Brotherhood of
Teamsters, Chauffeurs
Warehousemen & Helpers of America
25 Louisiana Avenue, N. W.
Washington 1, D. C.

Dear Miss Watkins:

Thank you very much for Mr. Beck's picture. I am having it reproduced on a slide. I believe that when it is shown on the screen, it will add tremendously to his presentation. Tell Mr. Beck that I appreciate very much his willingness to participate in our program. I shall follow through on Mr. Mullenholz.

I am grateful to you for the help you have given me.

JMB:acp

Sincerely,

James M. Black
James M. Black
Division Manager

*to
Miss Watkins*

for file

ADMINISTRATIVE FILE

American Management Assoc
X Riesel, Victor

Inter-Office Communication

From the Office of the General President

Date Feb. 2, 1956

To Bill Mullenholz

Subject Amer. Mgmt program 2/16

On February 16, The American Management Association is having its meeting in Chicago with about 2000 persons present. Arrangements have been made and Mr. Beck has approved, for a telephone interview with Mr. Beck to be conducted by Victor Riesel from the meeting place in Chicago. The time will be between 2:30 and 3:00 on the afternoon of 2/16.

Between 1:00 and 2:00 o'clock, prior to the broadcast, the communications lines will be checked between Chicago and Mr. Beck's room in Miami. I have told Mr. James Black of the American Management Association that you will plan to be in Mr. Beck's room to assist them in making this test. Sure, and I'll appreciate your carrying through with my promise.

Attached is a copy of the questions to be asked, just in case Mr. Beck might mislay his copy.

Ann Watkins

ADMINISTRATIVE FILE ✓
American Management
Association
x Riesel, Victor

Inter-Office Communication
From the Office of the General President

Date Feb. 2, 1956

To Bill Mullenholz Subject Am. Management program 2/16

On February 16, the American Management Association is having its meeting in Chicago with about 2000 persons present. Arrangements have been made and Mr. Beck has approved, for a telephone interview with Mr. Beck to be conducted by Victor Riesel from the meeting place in Chicago. The time will be between 2:30 and 3:00 on the afternoon of 2/16.

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Attached is a copy of the questions to be asked, just in case Mr. Beck mislays his copy.

L.B. from M.O. office Ann

ADMINISTRATIVE FILE
American Management
• Association
- X

February 2, 1956

Mr. James M. Black, Division Manager
American Management Association
1515 Broadway
New York 36, New York

Dear Mr. Black:

In accordance with our telephone conversation today, I am sending you under separate cover two glossy 8 x 10 photos of Mr. Beck, complete with telephone in hand as requested by you. Thought you might as well have a spare in case of accident to one.

I shall follow through with a memo to Mr. Mullenbola so that he will be available when you telephone the Monte Carlo between one and two o'clock EST on February 16 to check the connections.

Yours very truly,

Ann Watkins

Beck

POST-HALL *Syndicate* INC.

342 MADISON AVENUE • NEW YORK 17, N. Y.

VICTOR RIESEL

Murray Hill 2-5500

January 17, 1956

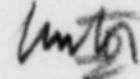
Dear Dave:

As I promised, here are the questions which I would like to ask in the long distance telephone interview on the afternoon of February 16th.

By all means, you can change any of these, delete any you want or add any you want. But do let me know what changes you make.

With warm personal regards,

Cordially,



Victor Riesel

Mr. Dave Beck
President
International Brotherhood of Teamsters
100 Indiana Avenue, N.W.
Washington, D.C.

VR:msg
enc.

DAVE BECK

1. You and your colleagues have frequently said that your influential Brotherhood of Teamsters would seek to raise your membership from 1,500,000 to over 3,000,000, now that the AFL has merged with the CIO. In what industries do you expect to find the additional 1,500,000 working men and will they be Teamsters or are you going to attempt to unionize other types of workers?
2. You are properly regarded to be one of the country's shrewdest investment experts with knowledge of the stock ~~market~~ market, government securities and real estate. Under your guidance does the Teamsters Brotherhood expect to invest more of its money in corporations? Will these be ~~with~~ ^{per subject to ~~the~~ firms} with which your union negotiates? May I add to this a query on whether you believe that with merged labor's greater fund ³ that labor's investment in voting securities of firms endangers the rights of management? *or - Seamus Russell*
3. You voted for President Eisenhower in 1952 while the AFL officially endorsed Gov. Stevenson, the Democratic candidate. Do you expect the merged AFL-CIO to endorse a candidate? If so, whom and what political position will you take?
4. There has been much talk about the Teamsters not being happy in the merged federation and perhaps pulling out after awhile. Do you see any split?
5. The teamsters series of mutual aid pacts have raised many questions. While we understand that these have been signed with the International Longshoremen's Assn. and the pro-Communist Mine-Mill and Smelter Workers, I wonder if this means that the Teamsters are recognizing so much autonomy on the part of its local leaders that it permits them to deal with such controversial and pro-Communist outfits as though they were part of the respectable labor movement. Do you plan to do anything about these pacts?
6. In most cases, it is the Teamsters Union -- and their willingness to deliver or not deliver supplies to a ~~the~~ struck plant -- which will make or break a strike.

Beck - 2

In Columbus, Ohio, the Teamsters were given orders to go through the IUE picket lines at the Westinghouse plant. On what basis will the Teamsters decide whether or not they will cross a picket line set up by another union.

(If you have any other questions, you may add them or substitute for the ones above.)

1515 BROADWAY • TIMES SQUARE • NEW YORK 36, N. Y.

■ JUDSON 6-8100

American Management Association

January 10, 1956

Mr. Dave Beck
President
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen and Helpers,
AFL-CIO
100 Indiana Avenue N. W.
Washington, D. C.

Dear Mr. Beck:

I am very pleased that you will cooperate with us in making the Mid-Winter Personnel Conference of AMA a success. As you probably know this conference attracts around 2,000 industrial and personnel people from all over the country. This year the high spot of the Conference will be the telephone interview which Victor Riesel will hold with the leaders of the labor movement. This interview will be a unique presentation and we think that your contribution to the interview will be outstanding.

We are anxious to promote labor peace rather than arouse any animosity or controversy. We think that this telephone interview will be an excellent media by which we can reach an audience comprised of management people responsible for negotiations and inform them what the labor leaders themselves think will be the results of the AFL-CIO merger. Mr. Riesel is sending you a list of tentative questions which we believe to be of general interest. If there are any on which you do not feel you care to comment we shall be happy to revise or omit them. On the other hand, if there are some topics of a general nature which we have omitted and which you would like to discuss please let either Mr. Riesel or me know.

You are probably well aware of how important timing is in presenting such a program. Mr. Riesel will make his calls between 2:30 and 3:30 on February 16. It is imperative that we know exactly where Mr. Riesel can reach you. Miss Goldfine, Mr. Riesel's assistant, will make the telephone connection with you and then Mr. Riesel will take over. The telephone company has arranged to keep circuits open between Chicago and wherever you happen to be.

American Management Association

Mr. Dave Beck

- 2 -

January 10, 1956

Will you please inform us exactly where Mr. Riesel can reach you? If there is any change in your plans please keep us informed. To be doubly sure Mr. Riesel will get in touch with you or your secretary on the morning of the 16th to be absolutely certain that we have your correct number and location where we can reach you in the afternoon.

Your answers to the questions will be broadcast to the audience by loud speakers. We also plan to flash a picture of you on the screen while you are answering the questions. Will you please send us the picture that you would like to have us use. It would be particularly good if you have one in which you are talking on the telephone.

Thanks again for agreeing to be interviewed. I am sure that your remarks will reach a very receptive audience and will help in the move toward better understanding between management and labor. I shall appreciate hearing from you.

Sincerely,

James M. Black
James M. Black
Division Manager

JMB:RC

extra copy

DAVE BECK

1. You and your colleagues have frequently said that your influential Brotherhood of Teamsters would seek to raise your membership from 1,500,000 to over 3,000,000, now that the AFL has merged with the CIO. In what industries do you expect to find the additional 1,500,000 working men and will they be Teamsters or are you going to attempt to unionize other types of workers?
2. You are properly reputed to be one of the country's shrewdest investment experts with knowledge of the stock market, government securities and real estate. Under your guidance does the Teamsters Brotherhood expect to invest more of its money in corporations? Will these be firms with which your union negotiates? May I add to this query on whether you believe that with merged labor's greater funds that labor's investment in voting securities of firms endangers the rights of management?
3. You voted for President Eisenhower in 1952 while the AFL officially endorsed Gov. Stevenson, the Democratic candidate. Do you expect the merged AFL-CIO to endorse a candidate? If so, whom and what political position will you take?
4. There has been much talk about the Teamsters not being happy in the merged federation and perhaps pulling out after awhile. Do you see any split?
5. The teamsters series of mutual aid pacts have raised many questions. While we understand that these have been signed with the International Longshoremen's Assn. and the pro-Communist Mine-Mill and Smelter Workers, I wonder if this means that the Teamsters are recognizing so much autonomy on the part of its local leaders that it permits them to deal with such controversial and pro-Communist outfits as though they were part of the respectable labor movement. Do you plan to do anything about these pacts?

6. In most cases, it is the Teamsters union--and their willingness to deliver or not deliver supplies to a struck plant--which will make or break a strike. In Columbus, Ohio, the Teamsters were given orders to go through the IUE picket lines at the Westinghouse plant. On what basis will the Teamsters decide whether or not they will cross a picket line set up by another union.

(If you have any other questions, you may add them or substitute for the ones above.)

1815 BROADWAY • TIMES SQUARE • NEW YORK 36, N. Y.

• JUDSON 6-8100

American Management Association

ADMINISTRATIVE FILE

American Management
Association

X

January 10, 1956

Miss Anne Watkins
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen and Helpers,
AFL-CIO
100 Indiana Avenue, N. W.
Washington, D. C.

Dear Miss Watkins:

I am enclosing a copy of my letter to Mr. Beck concerning our
Mid-Winter Personnel Conference in Chicago on February 15, 16, and 17.

You will note that I have asked Mr. Beck for a picture which we
can flash on the screen while he is answering questions. I shall
appreciate your doing what you can to help us.

Sincerely,

James M. Black
James M. Black
Division Manager

JMB:RC
Enclosure

for JMB

January 10, 1966

Mr. Dave Beck
President
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen and Helpers,
AFL-CIO
170 Indiana Avenue N. W.
Washington, D. C.

Dear Mr. Beck:

I am very pleased that you will cooperate with us in making the Mid-Winter Personnel Conference of AMA a success. As you probably know this conference attracts around 2,000 industrial and personnel people from all over the country. This year the high spot of the Conference will be the telephone interview which Victor Riesel will hold with the leaders of the labor movement. This interview will be a unique presentation and we think that your contribution to the interview will be outstanding.

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Mr. Dave Beck

- 2 -

January 10, 196

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Thanks again for agreeing to be interviewed. I am sure that your remarks will reach a very receptive audience and will help in the move toward better understanding between management and labor. I shall appreciate hearing from you.

Sincerely,

James M. Black
Division Manager

JMB:RC

ADMINISTRATIVE FILE
American Management
Association
X Invitation

November 22, 1955

Mr. James M. Black
Division Manager
American Management Association
330 West Forty-Second Street
New York 36, New York

Dear Mr. Black:

First let me apologize for not having previously contacted you in connection with your communications regarding your Midwinter Personnel Conference in Chicago on February 15, 16, and 17.

Victor Riesel telephoned my office some weeks ago and my secretary assured him at that time that I would be glad to participate in your program on Thursday afternoon, February 16. I shall be most happy to carry out these plans and Mr. Riesel has assured my office that he will submit the questions so that we may work out the program in detail. It promises to be a unique program and I am most happy to be included.

With my sincere appreciation and good wishes, I am

Sincerely yours,

DB:ja
aw

**American
Management
Association**

280 West Kaskas Second Street • Room 200 • Jackson 6-8100

October 28, 1955

Mr. Dave Beck
President
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen & Helpers, AFL
100 Indiana Avenue, N. W.
Washington 1, D. C.

Dear Mr. Beck:

Victor Riesel told me that he had an opportunity to discuss with you personally the "person to person" presentation that he will make at our Midwinter Personnel Conference on February 16th at the Palmer House in Chicago.

It is Mr. Riesel's plan to discuss the AFL-CIO merger and to interview prominent labor leaders such as yourself. Of course, the interview will be conducted by telephone. In that way, we can reach you wherever you are, and not intrude too much upon your time. Vic will submit the questions he intends to ask in advance of the Conference for your approval. I imagine he explained the mechanics of the operation when he talked to you.

A few weeks ago, I wrote you asking you to participate in this program. I am enclosing a copy of the original letter. Mr. Riesel tells me that you have had to travel so much in recent weeks that it would be a good idea for me to mail you this copy in the event the original letter was lost. He added that you had agreed to have him get in touch with you for the "person to person" interview.

Since I am now preparing the copy for the program that is to be mailed in November, I would appreciate it very much if you would confirm your verbal acceptance to Mr. Riesel of our invitation.

I am grateful to you for your willingness to do this and I believe that you will make a tremendous contribution to management-labor understanding.

Sincerely,

James M. Black
James M. Black
Division Manager

JMB:acp
encl.



The Management Center

**American
Management
Association**

330 West Forty-Second Street • New York 36 • Judson 6-8100

September 23, 1955

Mr. Dave Beck
President
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen & Helpers, AFL
100 Indiana Avenue, N.W.
Washington 1, D. C.

Dear Mr. Beck:

The American Management Association will hold its Midwinter Personnel Conference on February 15-16-17. I am working out a program with Victor Riesel which I think will be extremely interesting and will be a very unusual feature of the Conference.

The idea is this. Vic and his assistants will be on the stage of the Grand Ballroom in the Palmer House in Chicago. He will discuss, from a newspaper point of view, what may be expected from the AFL-CIO merger. I understand that Vic has already discussed this matter with you. His plan is to make long distance telephone calls to key figures in organized labor and interview them. Naturally, he will submit the questions he plans to ask in advance of the meeting. The voice of the person being interviewed will be heard by the entire audience of some 2,000 persons. Loud speakers will be set up to accomplish this.

The program is scheduled for Thursday afternoon, February 16th. Vic and I are working out the details of the program at the present time, and we can give you the full particulars within two or three weeks. I do hope that it will be possible for you to take part in our Conference and what I consider to be the highlight of the program.

One of my main objectives here at AMA is to present all sides of a subject. I have made a special effort to get the point of view of labor expressed at every conference that I conduct.

Because of the mechanical complications of this program, I should be extremely grateful if you would let me know as soon as possible if you would be willing to have Vic Riesel interview you over the telephone on February 16th between two and four o'clock. The exact time can be given later.

As I said before, the questions Vic plans to ask will be submitted to you well in advance of the meeting.

Thank you very much for your consideration of my invitation.

Sincerely,

James M. Black
James M. Black
Division Manager



The Management Center



WEDNESDAY, FEBRUARY 15

GRAND BALLROOM

Chairman: **FREDRICK G. ATKINSON**
Vice-President for Personnel
R. H. Macy & Co., New York, N. Y.
AMA Vice-President in Charge of Personnel Division

CONFERENCE OPENING

The Climate of Labor Relations

HON. ARTHUR LARSON, Under-Secretary of Labor
Washington, D. C.

During the summer of 1955, many companies signed important labor contracts that contain provisions for Supplemental Unemployment Benefits. S.U.B. must be integrated with unemployment compensation. It also ties in at least indirectly with such laws as the Fair Labor Standards Act and statutes regulating workmen's compensation.

The Department of Labor will soon make important recommendations to the Administration regarding legislation in the field of industrial relations.

Secretary Larson, a noted economist and a former law school dean, will consider the many problems confronting government, management and labor, as this the keynote address.

Industrial Relations—Trends

JOHN S. BUGAS, Vice-President, Industrial Relations
Ford Motor Co., Dearborn, Mich.

Industry is expanding and decentralizing. Ford, like many other American firms, has announced a tremendous expansion program. This unprecedented growth in the national workforce makes the task of personnel administration and industrial relations highly complicated. Mr. Bugas will review and analyze contemporary industrial relations trends in light of the changing nature of the personnel job and the workforce.

GET TOGETHER LUNCHEON—RED LACQUER ROOM

At the start of the conference, AMA provides you with the opportunity to meet your friends and talk over mutual problems in an informal and friendly atmosphere.

2:00 P.M.

Future Indicative (Forecasting Tomorrow's Labor Relations)

JOHN E. GAGNON, Director of Personnel
Olin Mathieson Chemical Corp., New York, N. Y.

1956 is an important year in labor relations. The guaranteed annual wage will continue to be an issue at the bargaining table. Important contracts will come up for negotiation next summer. The AFL-CIO merger will have its impact on contract negotiation and on over-all union-management relations. Here is a well informed opinion on what will happen during the months to come.

2:45 P.M.

You Must Bargain for Yourself!

EDWARD I. CUSHMAN, Vice-President, Industrial Relations
American Motors Corp., Detroit, Mich.

Pattern bargaining cannot be resorted to as the easy way out. To remain competitive when it negotiates, a company must keep in mind its own needs and its own economic position. Intensive pre-bargaining research is required, as well as skill during the actual talks. This address will be instructive and helpful to every executive who takes part in bargaining sessions.

3:30 P.M.

The NLRB: Its Function; Its Philosophy

PHILIP RAY RODGERS
National Labor Relations Board, Washington, D. C.

The NLRB is very much in the news... as an important arm of government, and as a target for those who would make it a political issue in 1956. Mr. Rodgers will describe the objectives of the Board, the problems that it faces, its philosophy and methods of operation.

PLEASE NOTE....

AMA occasionally uses outside mailing lists which cannot be cross-checked against its files. Therefore, you may receive a duplicate of this announcement. If so, we hope you will pass it along to an interested associate.

THURSDAY, FEBRUARY 16

GRAND BALLROOM

CONCURRENT SESSIONS

TECHNIQUES AND PEOPLE

Chairman: J. C. CLAMP
Personnel Manager
Armour & Co., Chicago, Ill.

A Practical Plan for Executive Development

ERNEST H. REED, Manager, Education & Personnel
International Harvester Co., Chicago, Ill.

American industry urgently needs capable executives at all levels of operation. International Harvester has developed a practical, down-to-earth approach to improving management skills. Its school for personnel is well-known to industry. Mr. Reed will describe some of the management development principles originated at his company; they may be applied to any company, large or small.

Getting the Facts About Supervisors and Their Jobs

DR. CHESTER E. EVANS, Department of Management
School of Business Administration
Wayne University, Detroit, Mich.

The modern supervisor is the line personnel director. He must be trained for this responsibility, which grows more complex every day. This means that industry must have the facts about the foreman and his job. Dr. Evans will describe techniques used in research to secure accurate data on supervisory personnel. His report is based on work he has done at General Motors and elsewhere.

Executive Apprenticeship: The Time for Sound Training

T. W. PRIOR, Director of Training
The Goodyear Tire & Rubber Co., Akron, Ohio

Good executive development results when sound personnel planning builds a solid foundation. Goodyear's training technique, the Flying Squadron program, assures the company of capable, well-trained executives at all levels. Constantly improved and expanded, this program today is a hard-hitting, precise method of helping management men do a better job, and prepare for the challenge of bigger jobs tomorrow.

MANAGEMENT AND LABOR

Chairman: DAVID MACK
Vice-President
Lily-Tulip Cdn. Corp., New York, N.Y.

9:30 A.M.

Supplemental Unemployment Benefits: The Operational Problems

W. A. LACKS, General Manager of Industrial Relations
Continental Can Co., Inc., New York, N.Y.

Continental Can included an S.U.B. provision, which becomes effective October 1, 1956, in its recent Steelworkers contract. The terms vary from those of the automotive settlement—and reflect the complicated administrative problems inherent in S.U.B. Mr. Lacks will discuss the operational difficulties that may be encountered in putting the plan into effect.

10:15 A.M.

Who Will Lead Labor Tomorrow?

DANIEL BELL, Associate Editor
FORTUNE, New York, N.Y.

Who are the "heir apparents" of organized labor—who will be its leaders tomorrow? What are their views, their attitudes, their strengths? A prominent labor writer will give a penetrating analysis of the men who will shape labor's future course.

11:00 A.M.

It Happened in New England:

(Management-Employee-Union Cooperation That Saved A Business)

FRANK MARSA, Director of Industrial Relations & Personnel Manager
Merrimack Manufacturing Co., Lowell, Mass.

The textile industry is badly competitive. In New England, liquidation or migration has closed plant after plant. The heartening story of how alert and sensible labor relations saved the 130-year-old Merrimack Manufacturing Co. offers dramatic proof of how effective modern industrial relations can be.

2:00 P.M.

PERSON-TO-PERSON ON THE AFL-CIO MERGER

VICTOR RASSEL, Columnist
Post-Hall Syndicate, Inc.
New York, N.Y.

ARMAN GOLDFINE, Staff Assistant
Post-Hall Syndicate, Inc.
New York, N.Y.

Once again AMA brings you an exciting new conference technique. Victor Rassel, prominent labor columnist, will give you a first-hand account of the AFL-CIO merger, and explain its meaning. On the platform, he will pick up the phone and interview the men who lead labor. You will hear his direct questions; you will hear the spontaneous answers.

What does the merger mean to America? How will it affect the worker? What about jurisdiction? Internal organizational problems? Mr. Rassel knows labor and the men who run it. At Chicago he will bring you "the story behind the story" on labor's big merger, as he interviews:

DAVE BECK, President
International Brotherhood of
Teamsters, Chauffeurs,
Warehousemen & Helpers, AFL-CIO
Washington, D.C.

JAMES B. CAREY, President
International Union of
Electrical, Radio and
Machine Workers, AFL-CIO
Washington, D.C.

A. J. MAYES
International President
International Association of
Machinists, AFL-CIO
Washington, D.C.

DAVID J. McDONALD
International President
United Steelworkers
of America, AFL-CIO
Pittsburgh, Pa.

7:00 P.M.

DINNER (Business Dress)—GRAND BALLROOM

Chairman: LAURENCE A. APPLEY, President
American Management Association

Needed: Depth in Management

ROY C. INGERSOLL, Chairman of the Board & President
Borg-Warner Corp., Chicago, Ill.

The availability of capable executives is of paramount importance to business leaders planning the future of their companies. Mr. Ingersoll has long been aware of the importance of sound management in depth. In this address, he defines the problem of management development and makes constructive suggestions for solving it.

FRIDAY, FEBRUARY 17

GRAND BALLROOM

GROUP DYNAMICS

Chairman: **E. K. GREENGLASS**
Personnel Department
American Telephone and Telegraph Co., New York, N.Y.

The Incident Process: A New Technique for Analyzing Cases

DR. PAUL FIGORS, Associate Professor of Industrial Relations
Massachusetts Institute of Technology, Cambridge, Mass.

Here is an actual demonstration of the Incident Case Analysis Method—a device that Dr. Figors has developed to a high degree of efficiency in training executives in problem-solving. A panel will develop the facts leading up to the "incident" and resolve the case.

PANEL MEMBERS

ELLEN CASEY
Manager, Employee Relations
Teleregister Corp., Stamford, Conn.

E. W. ENGELHARDT
Industrial Relations Manager
Auxiliaries Group
Armour & Co., Chicago, Ill.

RICHARD J. NELSON
Assistant Manager, Industrial Relations
Inland Steel Co., Chicago, Ill.

JAMES PARIS
Industrial Relations & Personnel Director
North Chicago Division
Houdell-Harday Corp.
North Chicago, Ill.

THEODORE V. PURCELL, S.J.
Assistant Professor of Psychology
& Industrial Relations
Loyola University
Chicago, Ill.

WALTER W. SWOBODA
Director of Industrial Relations
Foster Bros. Gear & Machinery Corp.
Chicago, Ill.

RICHARD F. TADU
General Superintendent's Office
Swift & Co.
Chicago, Ill.

The Man in the Grey Flannel Suit—As Psychiatrists See Him

DR. WALTER WOODWARD
American Cyanamid Co.
New York, N.Y.

DR. RALPH T. COLLINS
Eastman Kodak Co.
Rochester, N.Y.

The American executive is a public figure. Profound studies analyze his personality. Novelists write books about him. Certainly, in this our "anxious age," he moves in a pressure-loaded atmosphere. These two noted industrial psychiatrists will discuss the management executive—what kind of man he is and why.

12:30 P.M. SUMMIT-UP LUNCHEON—GRAND BALLROOM

Sponsored jointly with the Industrial Relations Association of Chicago
Chairman: **E. O. KASCH**

Vice-President in Charge of Personnel
Kraft Foods Co., Chicago, Ill.
President, Industrial Relations Association of Chicago

The Challenge of an Expanding Economy

MELVIN H. BAKER, Chairman of the Board
National Gypsum Co., Buffalo, N.Y.

The American economy is dynamic. It is based on a rapidly growing population with a steadily rising standard of living. Naturally, there are many difficulties ahead. But Mr. Baker believes that "if American management dedicates itself to this task and throws the driving force of imagination into the problem, there is no conceivable limit to future progress. There is no standard of living so high our people cannot attain it."

MIDWINTER PERSONNEL CONFERENCE
February 15-17, 1956, Palmer House, Chicago



(Please Print)

NAME & TITLE _____

COMPANY _____

TYPE OF INDUSTRY _____

ADDRESS _____

CITY _____ STATE _____

AMERICAN MANAGEMENT ASSOCIATION FOR OFFICE USE
1515 Broadway, New York 36, N. Y.

☐ CHECK ENCLOSED

	Members	Nonmembers
Full Conference (Inc. 2 lunches & dinner).....	☐ \$40.00	☐ \$50.00
Full Conference (Inc. 2 lunches).....	☐ 36.00	☐ 45.00
One Day*, Feb. 15 ☐ Feb. 16 ☐	☐ 12.00	☐ 17.00
One Half-Day*, Feb. 15 ☐ Feb. 16 ☐ Feb. 17 ☐	☐ 7.00	☐ 10.00
*Please check here for luncheon and dinner—		
Luncheon: Feb. 15 ☐ Feb. 17 ☐	☐ 5.00	☐ 5.00
Dinner: Feb. 16 ☐	☐ 7.00	☐ 7.00

FOR OFFICE USE

☐ Nonmembers: Apply part of your registration fee to AMA membership. Check here for full information.

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1956-1956
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 Vice President for Personnel, R. H. Macy & Co., Inc., New York, N. Y.
 AMA Vice-President in Charge of Personnel Division

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Vice-President &
 Director of Industrial Relations
 Acme Steel Co.
 Riverdale, Ill.

*SAMUEL L. H. BURK

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 Personnel & Employee Relations
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W. V. MERRIHUE

Manager, Plant Community Relations
 General Electric Co.
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GERRY E. MORSE

Vice-President
 Minneapolis-Honeywell Regulator Co.
 Minneapolis, Minn.

JOHN POST

Manager, Industrial Relations Dept.
 Continental Oil Co.
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R. A. ROUSE

Vice-President
 Personnel & Public Relations
 A. B. Dick Co.
 Chicago, Ill.

JAMES H. TAYLOR

Director of Industrial Relations
 The Procter & Gamble Co.
 Cincinnati, Ohio

J. HOWELL TURNER

Director of Employee Relations
 Calif. & Hawaiian Sugar Ref. Corp.
 San Francisco, Calif.

VAN M. VIOT

Director of Employee Relations
 Crucible Steel Co. of America
 Pittsburgh, Pa.

CHARLES R. WADE, Jr.

Personnel Manager
 R. J. Reynolds Tobacco Co.
 Winston-Salem, N. C.

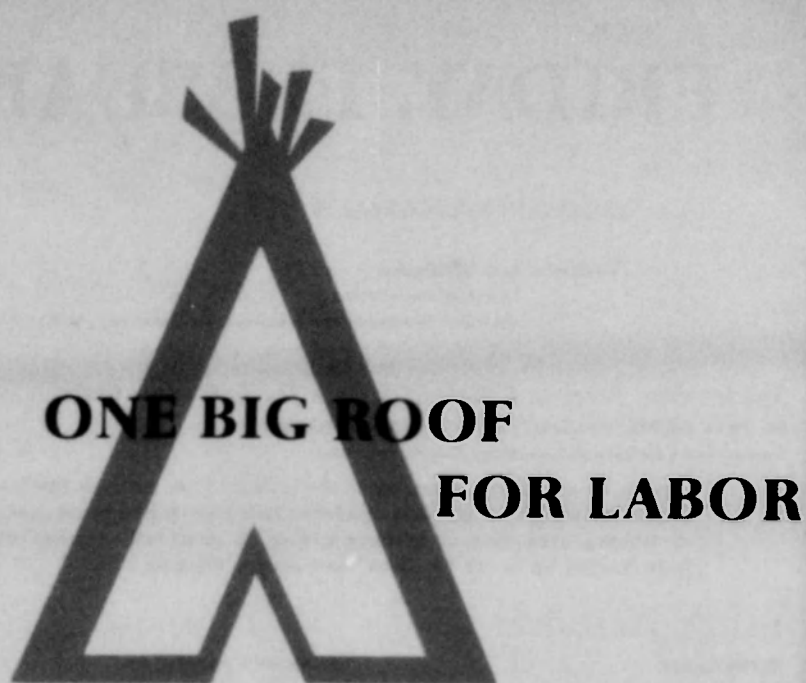
M. W. WELTY

Industrial Relations Manager
 Ford Division of Ford Motor Co.
 Detroit, Mich.

JAMES M. BLACK

Personnel Division Manager

EDITH M. LYNCH



Early in December, the leaders of the AFL and the CIO met in New York. The results of this gathering will have a tremendous effect on the future course of the union movement in this country. For the two major branches of organized labor merged to form one giant organization, counting a total membership of more than 16,000,000 men and women.

Of course there will be internal problems to solve. Jurisdictional matters must be adjusted. The integration process is far from completed.

Moreover, there were hold-outs. John L. Lewis refused to take his coal miners into the new body. The Railway Brotherhoods have not yet decided what they will do. On the other hand, unions of the far left were uninvited and unwanted. George Meany, President of the AFL-CIO, and his associates are determined to keep labor free from communist elements.

What does the union merger mean to management, to labor, to the country?

1. Stepped up union organization activity?
2. Less raiding and more harmonious internal relations within labor?
3. Joint bargaining strategy by two or more unions (AFL and CIO) in one plant?
4. Increased organizational efforts on the white collar front?
5. Revival of operation Dixie?
6. Increased and more effective political action?

These are some of the urgent questions that must be answered. And there are others.

1956 is a year of politics. Such issues as the Taft-Hartley Act, the role of the National Labor Relations Board, the minimum wage law, and state right-to-work negotiations will be up for public discussion.

1956 will be a good year for business, according to economists' predictions. The effect of S. U. B. settlements negotiated last summer will continue to be an issue at the bargaining table. GAW, in any form, adds to a company's operational problems: Better methods leading to more efficient production must be the sponge that absorbs increased costs.

Historically, AMA's Midwinter Personnel Conference is industry's briefing session for the year ahead. Hard-hitting, informative talks will pinpoint areas of employer-employee relations of concern to personnel and general management. Highly qualified speakers from industry, labor, government and education will give well-informed opinions on current and long-range questions. This Conference prepares the forward-looking executive to plan his future personnel course with confidence, wisdom and accuracy.

PLAN NOW TO ATTEND!

MIDWINTER PERSONNEL CONFERENCE EXHIBITS

These special company exhibits will be featured:

Recruitment Program—The Chase Manhattan Bank
Health in Industry—Industrial Hygiene Foundation of America
An Effective Personnel Program at Low Cost—Magnus Chemical Co.
What Can CPS Mean to You?—National Secretaries Association
Profit Sharing Fund—Sears, Roebuck and Co.
Employment Stabilization and the Guaranteed Annual Wage—
The W. E. Upjohn Institute for Community Research
Managerial Development and Training—Western Union Telegraph Co.

In addition, a complete display of training materials: organization charts for the personnel department; job descriptions; employee handbooks; benefit plans; suggestion-system plans; house organs; wage and salary administration charts and manuals; and union contracts will be available.

Place: Exhibition Hall

Hours: Wednesday 8:30 A.M.—3:30 P.M.

Thursday 8:30 A.M.—7:00 P.M.

Friday 8:30 A.M.—2:30 P.M.

American Management Association
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Non-Profit Org.

MIDWINTER PERSONNEL CONFERENCE INFORMATION

Registration: Conference attendance is open to nonmembers as well as to members of AMA. To register by mail, fill in the clip-out card inside and send to: American Management Association, 1515 Broadway, New York 36, N. Y. Advance registrations may be picked up, and new registrations made, beginning at 9:00 A. M. in the Palmer House Grand Ballroom Foyer on Wednesday, February 15, 1956.

Hotel Accommodations: Reservations of rooms should be made with the hotel of your choice. The Palmer House has set aside a block of rooms which will be held until two weeks before the Conference. Correspondence with the Palmer House should mention the American Management Association Midwinter Personnel Conference to insure preferred treatment.